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TADIKA BONDA: MOTHERS' GREAT HELPERS

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This case was written by Rohaida Abdul Latif, Robiah Abu Bakar, Samihah Saad @ Ismail and Norita Deraman, UUM College of Business. It is intended to be used as the basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation.

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Introduction

Tadika Bonda was first established as a tuition and nursery centre in 2003. Situated in the middle of Taman Kenanga, Tadika Bonda was easy for parents to locate. The centre was established by young women entrepreneurs, including a few who had graduated with bachelor's degrees in Business Administration and MBA from local universities. Rosmah, Sakinah, Suraya, Asma and Mazni started up the business with only RM2,500. In a year's time, Tadika Bonda opened up a new branch in another populated residential area, Taman Mawar Jaya, Jitra, Kedah.

From 2004, Tadika Bonda became a full-pledged kindergarten that provides kindergarten classes, transit services, Kelas Agama dan Fardhu Ain (KAFA), Iqra, and Al Quran memorising classes for children. Tadika Bonda was established to play a vital role in the development of a quality society that is based on firm Islamic values and identity in the face of current challenges. Parents from all walks of life, i.e. from medical specialists to cleaners, choose to send their children for education and care at Tadika Bonda.

Managers and teachers of Tadika Bonda were all excited with the current progress of the kindergarten. More and more parents have approached Tadika Bonda's teachers and managers on their intention to send their children to Tadika Bonda. Therefore it is critical for Puan Rosmah, the financial manager of Tadika Bonda to appropriately measure the financial performance of each branch for the purpose of planning and monitoring. Based on the financial evaluation, Puan Rosmah would be able to decide on whether it is viable for Tadika Bonda to open up a new branch to accommodate prospective children.

School Environment

Tadika Bonda's primary mission is to provide holistic, quality and affordable education to all, irrespective of belief and colour. Though there are many other kindergartens, Tadika Bonda stands out for its ability to provide quality Islamic education at affordable rates. Further, its location in the residential areas within a safe environment also attracts more parents to send their kids. For some residential areas, hygienic aspects might be questionable, but the management of Tadika Bonda promised to ensure reasonable cleanliness as required in Islam.

Tadika Bonda operates every day from 7.00 a.m till 6.00 p.m except Fridays and Saturdays. The kindergarten classes are organised according to a range of children's ages. Overall, the child to teacher ratio is 20:1, which is relatively normal to most kindergartens in Malaysia. However, under Section 5 and Schedule I of Akta Taman Asuhan Kanak-Kanak 1984 (the Kindergarten Act 1984), the child to caregiver ratio is 5:1 for the age of 3 years old and below, and 10:1 for 3-4 years old. Children between 4-10 years old are bound by Section 4 Akta Pusat Jagaan 1993 (The Care Centre Act 1993) and Schedule II Peraturan-Peraturan Pusat Jagaan 1994 (Rules for Care Centre 1994). The child to caregiver ratio for this age category is 18:1.

Growth

Good economic conditions, growing population and increased awareness among parents, have amplified the demand for quality education and care centres for children. Being talented, educated and caring are essential qualities of the teachers at Tadika Bonda. These traits have largely attracted the attention of the children as well as their experienced parents. Children feel cared for and parents are reassured knowing that their children are safe and sound. No wonder in just another one year, Tadika Bonda in Taman Mawar Jaya was booked to full capacity. With more than 75 children enrolling in the branch, there was not enough space for everybody and sometimes it appeared like a

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